

The Center for International Development



“Business to serve the least of these”



Annual Report: 2011-2012



By Dr. Robert Gailey, Director

Executive Summary

This report of the Center for International Development (CID) provides both an overarching historical account of the center and its alignment to PLNU, as well as a deeper look at the center's activities over this past academic year. The report concludes with an analysis of future possibilities, the CID budget and the CID use of resources, and a preliminary SWAT analysis.

The CID's influence on the PLNU community is highlighted as follows:

Strategic Fit: The CID continues to initiate and support events across campus, in San Diego, and around the world that directly engage the mission and strategic priorities of Point Loma Nazarene University (PLNU). PLNU's recently released Strategic Priorities document lists the CID's work as a Point of Distinction for the university. This annual report outlines and details a number of CID-supported activities and research pursuits that have helped PLNU move forward in embodying its core mission and values.

Market Position: The rapidly changing context of higher education means the future of any institution is uncertain. As the potential applicant pool for traditional college students shrinks, the supply side of residential, multi-service, liberal arts institutions will face stiff competition for students. Offering something that is unique or distinct but of particular interest to current and future students, is one way a university can distinguish itself in the marketplace. There are at least two social trends in the U.S. that the CID's work dovetails nicely with, which helps position PLNU as an attractive option for students: 1) society placing increasing pressure on businesses to concern themselves with more than only a financial bottom line, and 2) the financial capacity and growing interest among young people to travel overseas coupled with the growth in church interest for international travel to developing countries to participate in hands-on missions.

Intentional Witness: PLNU and, in particular, its School of Business benefit from having a center that is deliberately established to keep the community's focus on the world's poorest 3 billion people. The CID bears witness to the importance of studying the causes and impact of global poverty while exploring creative approaches used by businesses and the church to address global inequities.

Historic Purpose and Activities

The Center for International Development has been operational for a little over a decade. Begun as the Armenian Center for International Development, the first few years of the center were focused on supporting PLNU's involvement in the country of Armenia through student trips by both business and nursing students to assist local nonprofits and the church of the Nazarene in Armenia with economic development and health initiatives. Dr. Maggie Bailey guided the Center through its initial launch, leading the first few trips, and did an amazing job of fundraising and promoting the center among interested philanthropists and churches in southern California.

In 2005, Robert Gailey assumed leadership of the center after Dr. Bailey moved into other leadership positions at PLNU. Rob continued the focus on Armenia but used his global network of connections to begin plugging students into a variety of internships and job opportunities with nonprofit organizations around the world. A primary focus of the center's work during Gailey's first five years was to birth and spin off the Christian nonprofit organization Lazarian World Homes (LWH). In this time, Gailey led student trips to Armenia and Mexico to build churches and homes with and for local partners. A highlight of this time was a trip to Armenia organized by the CID that included students and faculty from Baylor University and students from University of Southern California joining students and faculty from PLNU to build two buildings in Armenia.

In 2009, Mr. George Fermanian, the donor who funded the building of the center and the launch of LWH recommended that, due to the number of countries the center and LWH were working in and directing students to, the center should be renamed to represent a greater global outreach. In 2010, the Center for International Development became the official name of the center. New brochures were produced, a strategic assessment completed, and a primary document created to guide the center's work and inform the PLNU community about the work of the center.

Shortly after the CID revamp was completed, the Fermanian School of Business (FSB) began an overall program review and strategic analysis and a search for a new Dean. The CID, through its director, played a significant role in these discussions and work.

Over the years, the CID has focused on five core areas:

1. **Intersection between poverty and business.** The CID is an important part of the FSB as the FSB seeks to fulfill its official tag line - *More than the Bottom Line: Business Education to Change the World*. The CID serves as the primary support network for the following FSB degrees; International Development Studies (IDS) major, IDS minor, and nonprofit minor.

The CID director has presented papers in a number of scholarly venues, including the Christian Business Faculty Association, on the topic of how businesses can be used to address important issues of global poverty.

2. **Role within the FSB and support of its students.** The CID regularly reports to the Fermanian School of Business (FSB) at its monthly meetings during the school year and the CID director reports directly to the Dean of the FSB. The CID has used its annual budget to support faculty, staff, and a number of students (undergrad and graduate) attending conferences locally, nationally, and internationally and has covered the cost of bringing experts to campus for presentations and discussions within the FSB. Often, this support is done in collaboration with other FSB-related entities (MBA and Fermanian Business and Economic Institute) as well as other centers across campus. These conferences and the speakers who have come to campus have focused on the topics of social entrepreneurship, microfinance, and Christian nonprofit work in business, finance, church ministry, education, healthcare, and social innovation. The CID encourages participants in these events to share what they've learned and to use the networks they establish at conferences to help other PLNU students catch a vision and make important career connections.
3. **Cross-campus collaborations.** The CID works collaboratively with other departments and centers across campus on a number of initiatives for the entire student body. The most substantive collaborations exist with the study abroad office, the office of International Ministries, the Center for Justice and Reconciliation, the Wesleyan Center, and the Institute of Politics and Public Service. Together with these other entities, the CID co-hosts campus events, coordinates international travel courses and works together on spring break build trips in Mexico. The CID also works with other centers and the FSB to sponsor the sustainability minor and has helped support the activities of the sustainability office on campus (Creation Care Week). In addition, the director of the center has served as chair or a primary resource person for at least three honors students who were not business students (Political Science, Spanish, and Media Communication).
4. **Bridge to local nonprofit community.** The CID plays a significant role in connecting the PLNU community to local nonprofit organizations. The CID director helped found and continues to serve on the board of the San Diego Microfinance Alliance (SDMFA), an organization that brings together the four largest San Diego universities and a number of local nonprofits that work in the area of local and international economic development. The CID has supported PLNU student participation in the annual SDMFA conferences (10-20 students a year). The CID director also leads the academic sub-committee of SDMFA, which works with the various universities to organize collaborative research programs with local nonprofits and utilize student researchers. The CID director teaches two nonprofit management classes (undergrad and graduate) that get 20-30 students each year plugged into service learning and consulting roles with a number of local nonprofit organizations. The CID director serves

on the board of Lazarian World Homes and serves as an official advisor to the board of CreoCore. The director also serves as an informal advisor to leaders and staff of many nonprofits in the San Diego area.

5. **International network of contacts.** One of the primary services the CID offers to the PLNU community is a strong link to an established network of contacts within the international relief and development sector. This network is frequently tapped by students, alums, faculty, and staff for job opportunities, research ideas, internships, study abroad connections, and speaker invites. The CID nurtures this network by maintaining a PLNU presence at important global conferences and events and by keeping in regular contact with alums working in the sector. The CID works hard to stay connected to speakers who present on campus or organizations that have hosted PLNU student interns. The CID director maintains close contact with the Church of the Nazarene and its work in relief and development by serving on the national board of Nazarene Compassionate Ministries, Inc.

CID and its director, Rob Gailey, in the ViewPoint (Alumni magazine)

Center for International Development/Armenian CID

- Summer 2012 "Headlines"
- Spring 2011 "Headlines"
- Fall 2011 Global Classroom: South Africa
- Fall 2011 "Headlines"
- Fall 2011 "100 things we love about PLNU: No. 58 Centers and Institutes"
- Summer 2011 "Headlines"
- Summer 2011 Spring Break Build
- Fall 2010 "Business Matters"
- Fall 2010 "Entrepreneurs: Undertaking more than business" - LWH article
- Summer 2010 "Notables"
- Winter 2009 "Tomorrow's Grad's: Travis Vaughn"
- Winter 2009 "Notables"
- Winter 2009 "Have more give less" mentioned in Roots of giving
- Fall 2008 "Notables"
- Spring 2007 "The corporate/nonprofit identity swap"
- Spring 2007 "Movers and Sshapers"
- Spring 2007 "Tomorrow's Grads: Emily Root"
- Winter 2006 "Notables"
- Summer 2005 Commencement blurb
- Spring 2005 "Pleasing the ultimate customer"
- Spring 2005 "Commencement weekend 2005"
- Spring 2004 "Notables": It's all academic

PLNU Alignment

This part of the annual report focuses on how the center's efforts align with the university's mission, core values, strategic plan, and learning objectives. To that end, highlighted **in bold and underlined** below are some important attributes of the university to which the work of the CID (as outlined in this report) contributes to the enhancement of the purpose and reputation of Point Loma Nazarene University.

MISSION

Mission Statement

Point Loma Nazarene University exists to provide higher education in a vital Christian community where minds are engaged and challenged, **character is modeled and formed**, and **service becomes an expression of faith**. Being of Wesleyan heritage, we aspire to be a learning community where grace is foundational, truth is pursued, and holiness is a way of life.

Vision Statement

Point Loma Nazarene University will be a nationally prominent Christian university and a leading **Wesleyan voice in higher education and the church** – known for excellence in academic preparation, **wholeness in personal development**, and **faithfulness to mission**.

The university will be recognized for:

- Spiritual vitality centered on the Lordship of Jesus Christ.
- A robust scholarly community that promotes **excellence in** teaching, research, and **service**.
- A collegial community characterized by civility and respect, where all members are valued and encouraged to fulfill their potential.
- **A distinctive undergraduate curriculum and co-curricular experience that offer a model in higher education.**
- Exceptional undergraduate programs preparing students for success in graduate school and their professions.
- Select graduate programs of quality and professional relevance.
- **Participation and influence in professional and academic organizations at the national level.**
- Superior student retention and graduation rates.
- **A thoughtful articulation and consistent embodiment of a Wesleyan approach to faithful living.**
- **Effective efforts in the development** of pastoral and **lay leadership in collaboration with the church.**
- **An exemplary model of student engagement for service to community and church.**
- **A source of expertise, resource, and involvement for the university's surrounding communities.**

CORE VALUES

- Excellence in teaching and learning – Teaching and learning constitute the central and defining activities of Point Loma Nazarene University. Faculty believe that effective teaching includes **maintaining a vital relationship with one’s discipline, establishing a positive connection to students, and building bridges among the students as a community of learning with the academic material.**
- An intentionally Christian community – We want **students** to be participants in a community of learning **who intentionally think and behave as Christians in all of their endeavors.** Through many curricular and **co-curricular activities,** PLNU builds a community where **women and men are challenged to explore ways to align their hearts and minds to that of Christ.**
- **Faithfulness to our Nazarene heritage and a Wesleyan theological perspective** – While working cooperatively with the whole church of Jesus Christ, we are committed to maintaining and **celebrating our denominational ties with the Church of the Nazarene and embracing the distinctives of that tradition.**
- The development of students as whole persons – A complete education prepares women and men to live full **lives that integrate the pursuit of knowledge with beliefs, values, and actions.** Holistic learning prepares students to make **a positive difference in the world.**
- **A global perspective and experience** – Our students should be equipped to become **“world citizens.”** The University provides **academic coursework, international study, field research, and ministry experiences that aid students in becoming conversant with the complexities of life in the global community.**
- **Ethnic and cultural diversity** – We recruit women and men from a variety of cultural, ethnic, and socio-economic backgrounds as students, faculty, and staff. **A willingness to hear and learn from many diverse voices** is foundational to a Christian liberal arts education and prepares our students to become truly educated people, **equipped to live in a diverse society and world. We therefore actively pursue ideas, practices, and relationships that honor diversity and encourage engagement with others different from one’s self in order to grow in community with and be reconciled to one another.**
- The stewardship of resources – We are caretakers of all that has been entrusted to the University (people, facilities, money, and knowledge). **We are to use these resources in a way that reflects the purposes of God and protects the goodness of God’s creation.**
- **Service as an expression of faith** – We are **stewards, not owners, of our time, talent, and selves. Part of our call as Christians is to serve the world, working to better the condition of humankind both locally and globally.**

PLNU’S FOUR STRATEGIC PRIORITIES

- *Strengthen Our Distinctive Learning Community:* In order to meet the educational needs of students in a **rapidly changing world,** we will **innovate in our curricular and co-curricular programs to strengthen and enhance student learning.**
- *Increase Educational Access:* In order to meet the educational needs of students in a rapidly changing world, we will create opportunities and strategies to increase access to a PLNU education.

- *Foster Innovation and Agility:* In order to meet the educational needs of students in a rapidly changing world, we will design proactive strategies that ensure that effective educational programs and institutional systems are created to address the changing contexts in higher education and culture.
- *Demonstrate Accountability:* In order to meet the educational needs of students in a rapidly changing world, **we will continuously demonstrate and improve student learning and mission fulfillment through effective assessment practices.**

INSTITUTIONAL LEARNING OBJECTIVES

- Learning, informed by our faith in Christ: Members of the **PLNU community will display openness to new knowledge and perspectives**, think critically, analytically, and creatively, and communicate effectively
- Growing, in a Christ-centered faith community: Members of the PLNU community will demonstrate God-inspired development and understanding of others, **living gracefully within complex environmental and social contexts**
- Serving, in a context of Christian faith: Members of the PLNU **community will engage in actions that reflect Christian discipleship in a context of communal service and collective responsibility, serving both locally and globally**

GENERAL EDUCATION LEARNING OBJECTIVES

Learning: Informed by our Faith in Christ

Students will

- Demonstrate effective written and oral communication skills, both as individuals and in groups;
- Use quantitative analysis, qualitative analysis, and logic skills to address questions and solve problems; and
- **Demonstrate the effective and responsible use of information from a variety of sources.**

Growing: In a Christ-Centered Faith Community

Students will

- **Examine the complexity of systems** in the light of the reconciling work of God in Christ; and
- **Demonstrate a respect for the relationships within and across diverse communities.**

Serving: In a Context of Christian Faith

Students will

- **Engage in acts of devotion and works of mercy informed by the Christian scriptures** and tradition, rooted in local congregations, and **expressed as love of God and neighbor.**

Main Activities/Events: 2011-2012

Below is a list of activities and events that the Center for International Development was involved in during the 2011-2012 academic year:

- Spring and Summer 2011, with Drs. Jamie Gates and Lindsey Lupo
 - **12 students enrolled** in ECO490 Microfinance in Southern Africa (4cr); taught by Dr. Robert Gailey – brought students to visit 4 microfinance programs in South Africa, Swaziland, and Mozambique
 - One of the students compiled a video of the trip that can be seen [here](#): (password is South Africa – with caps and space)
 - 11 students enrolled in SOC360-2 Race and Ethnicity South Africa (3cr) and THE490 History of Christianity in South Africa (3cr); both taught by Dr. Gates
 - Justice and Reconciliation track (7 students)
 - Microfinance track (**10 students**)
- Supported partial travel expenses for Dr. Senyo Adjibolosoo to accompany PLNU students to Ghana to visit the [Human Factor Leadership Academy](#)
- [Global Microcredit Summit](#), Valladolid, Spain - roughly 2,000 in attendance from almost 100 countries:
 - CID director presented a [paper](#) on microfinance and urban slums that was co-authored and translated by a PLNU Spanish honors student
 - One undergraduate student (the honors student) and one graduate MBA alum (and current PLNU employee) served as volunteers at this event in exchange for getting free registration. The CID helped cover the costs of plane tickets and provided a shared room. The two were able to meet the 2006 Nobel Laureate, Dr. Muhammad Yunus, and to meet and talk with the Queen of Spain:



- Coordinated PLNU's hosting of the annual fundraising dinner for [Lazarian World Homes](#) (120 in attendance), where Dr. Brower spoke of the partnership between LWH and PLNU.
- Hosted the showing of the movie [To Catch a Dollar](#) and a panel discussion of microfinance practitioners and clients on September 20th. Students, faculty, and staff

from three San Diego universities attended as well as community members interested in microfinance (45+ in attendance)

- Co-organized with the microfinance club to have PLNU host the [UC Berkeley Microfinance Simulcast](#) for the San Diego microfinance community.
- Coordinated PLNU's participation (15) in the community-wide showing of the poverty-alleviation movie [58:the Film](#) on October 13th (150 attendance)
- CID Director participated in the PLNU MBA in Europe course during the month of November and helped organize a visit to [Mondragon](#) in northern Spain for one of the MBA students interested in social entrepreneurship and workers' cooperatives.
- Co-organized with the CJR a dinner event with Kurt Ver Beek of the [Association for a More Just Society](#) in Honduras (10)
- Paid the costs for a PLNU student to attend the Accord Network's [Microenterprise Development Summit](#) in Baltimore from Nov. 15-17 representing PLNU and the CID
- Hosted a Grantwriting 101 course with Prof. Pat Leslie (Social Work) as presenter on January 18th (20+ students and alums participated)
- Organized a benefit concert for local nonprofit [Restore International](#) with the musician Brandon Heath to be held on campus and co-sponsored by student government and the CID on Feb. 26th. However, due to a scheduling conflict created by the student government, this had to be canceled at the last minute.
- During spring break (March 4-10), co-organized with International Ministries and the cabinet the building of a church in Mexico. This year's [spring break build](#) included 4 cabinet members, roughly 35 students, faculty and staff.
- Hosted a Careers in International Development luncheon with Dr. Chris Dunford of [Freedom from Hunger](#) and Chuck Waterfield of [Microfinance Transparency](#) on March 27th (40+ in attendance)
- Organized PLNU's significant involvement (15) in the [San Diego Microfinance Alliance 4th annual Summit](#) March 28th (200 in attendance)
- Organized a faculty meeting with [Dr. Paul Niehaus](#), Assistant Prof. of Economics at UC San Diego and founder of [Give Directly](#) (5-6 faculty present from at least 3 departments)
- Co-sponsored with CJR the [LaPaz Justice and Peacemaking Summit](#), April 20-21, Pasadena, CA. CID Director organized a microfinance workshop with PLNU students and a staff person from HOPE International, a Christian microfinance partner
- Co-sponsored the student Microfinance Club's \$2/Day Challenge, 20+ students sleeping on the student lawns to raise awareness of global poverty. CID coordinated the fundraising efforts, which brought in over \$400 for HOPE International's work in Haiti.
- Hosted 3 gatherings (2/24, 3/20, and 4/18) in the CID office (2 with lunches) for IDS majors, IDS minors, nonprofit minors, sustainability minors, and other interested students and faculty. Each session drew roughly 10-12 people, including MBA students.

Future Initiatives and Plans

With a new Dean at the helm of the FSB and with PLNU's focus on program prioritization, it is clear significant changes for the university and the FSB are forthcoming. It is highly likely that these changes will impact the CID and its operations in several ways. While it is difficult to plan and strategize in the midst of such uncertainty, the CID continues to plan and work towards a number of possibilities that are listed below and briefly described:

1. **Increase External Funding.** This past year, the CID received its first new donor donation of \$1,000. In addition, the CID was invited by two important organizations (Wheaton College and Nazarene Compassionate Ministries) to join in an application for multi-million dollar funding from the United States Agency for International Development. While both proposals were not funded, Wheaton College wants to keep the collaboration intact and is seeking additional funding sources.
2. **Enhance Assessment.** As part of its regular program review, the CID is working on a survey to send out to alums who majored or minored in one of the relevant degrees or who are currently working in the field of international development (regardless of their PLNU major). In addition, the CID is collaborating with Wheaton College and the Accord Network (a consortium of Christian nonprofits doing relief and development work) to conduct a survey among field and HQ staff of Accord member organizations related to what they look for when hiring staff. Data from this survey will inform our program redesign and, hopefully, be useful for research/publication purposes to advance knowledge in the field. Finally, the CID is collaborating with two larger universities in San Diego through the San Diego Microfinance Alliance to conduct a randomized control trial with a local microfinance institution to study the impact of certain financial offerings on the lives of poor people living in San Diego.
3. **Cross-cultural immersion experiences for PLNU students.** The CID director has been working on PLNU's Future Initiative Think Tank and with relevant staff and interdisciplinary faculty to explore the idea of having PLNU require, as a co-curricular requirement, a significant cross-cultural immersion experience for all students before graduation. The director is also working alongside the FSB leadership as they explore a similar requirement for all business majors.
4. **Sabbatical.** This coming spring semester (2013), the director will be taking a sabbatical and working with Nazarene Compassionate Ministries to study and enhance their child sponsorship and child development programs around the world. He will be traveling to South Africa, Swaziland, Philippines, India, Sri Lanka, and Bangladesh. The connections made in these countries will help future PLNU students/alums and enhance the CID's activities for many years. The CID has arranged for its work on campus to continue even when the director is on sabbatical. A key Christian partner microfinance organization, HOPE International, has agreed to allow one of its senior leaders (the person in charge

of finance, human resources, and administration) to spend a sabbatical from their organization to serve as an Executive in Residence in PLNU's FSB. Jesse Casler will serve as interim director of the CID and he will teach a course in microfinance this spring semester (2013). Mr. Casler's presence on our campus will be beneficial in a number of ways to our students (in terms of internships and job opportunities with HOPE, a key partner) and to the PLNU community at large.

5. **Listen and Learn from Leaders.** Following the director's sabbatical, the CID would like to explore creating a regular summer international travel course entitled "*Listen and Learn from Leaders.*" This course would involve visiting Christian nonprofit organizations operating in a specific geographic area accompanied by key leaders of those organizations and 2-3 FSB business faculty members. The course would be designed as an open dialogue between these leaders discussing real-life challenges in the field. Students would be able to listen and observe these interactions. These courses would be available to undergrad and graduate students and possibly open to alums wanting to get first-hand experience and connections to key concerns and insights into international relief and development issues. If approved, the CID would like to see the first trip to West Africa to visit Ghana and Sierra Leone and perhaps 1-2 other countries in the region with the Dean of the FSB.

Resources and Budgeting

The CID's annual operating budget is a little over \$15,000. A third of these funds are used to support student employees at 20 hours a week. The remaining budget is used to support speakers coming to campus, faculty and students traveling to and registering for local, national, and international conferences, and book and media resources for the CID library. The CID library is used regularly by students and alums after visiting with the director to discuss career advice. The student employees keep track of the materials that are checked out, send reminders, and re-file the materials when returned.

The CID also co-manages a restricted account used solely for providing student scholarships to partially off-set the costs of PLNU students to participate in Lazarian World Homes builds. Finally, the CID manages a restricted account that has been used sparingly to support longer trips by students to other countries, particularly the country of Armenia, to explore possible CID partnerships and internships for students.

The CID director serves PLNU and the FSB as a full-time faculty member on an 11-month contract with a half-time teaching load and a half-time center director load. As a full member of the faculty, the director serves on various university-wide and FSB committees as well as advises a number of business students each semester.

A distinguishing feature of the CID is the size and location of the building where it is housed. It is a strong testimony to the character and mission of PLNU and the School of Business that they invested such significant resources and space into this center, a center whose primary purpose is to encourage the university to focus its attention on ways the church and educated Christians can best serve the needs of the poorest people in the world. That said, significant discussions have taken place during this past year, and more are to be expected with program prioritization, regarding the best use of the CID's office space to fulfill the mission and vision of the university.

While a formal **SWAT analysis** of the CID has not been done previously, a brief listing of some key thoughts by the director may be helpful in this year of program review and prioritization:

Strengths: established reputation, extensive networks - including a strong alumni network, committed resources in staff, budget, and building, significant support across campus and, in particular, the school of business

Weaknesses: No full-time staff, breadth of funding sources weak, lack of awareness of the CID's existence and what it does among the majority of PLNU students, uncertainty in focus – purely an FSB entity or should be serving the whole university

Threats: Program prioritization may significantly curtail CID resources, FSB expansion may take the director's time away from CID-specific activities, CID capacity dependent on one individual

Opportunities: Greater focus on international/cross-cultural experiences for students by FSB and PLNU, increasing public interest in businesses that serve the common good and focus on excluded markets, as global network of alums and partner organizations see success in their work more doors open for the CID and its students